



MODULE ONE

FOUNDATIONS OF BEING AN EFFECTIVE HUMAN RESOURCES
PROFESSIONAL.

SECTION ONE

Attributes of a Great HR Professional

**What Does It Take To Be...
Successful - Valued - Professional**

There Is A Magic Formula For It.

Agenda

PART 1 - THE ROLE OF HR IN YOUR AGENCY.

- WHAT IS/ARE HUMAN RESOURCES?
- WHAT IS THE ROLE OF HR IN ANY ORGANIZATION? Why does HR exist?
- WHAT IS THE ROLE OF HR IN LOUISIANA STATE GOVERNMENT EMPLOYMENT?
- THEREFORE, WHAT IS THE ROLE OF HR IN YOUR AGENCY? Why do you exist?
- WHAT ARE THE UNIVERSALLY ACCEPTED FUNCTIONS (or sub-functions) OF HR?
- WHAT SUBJECT AREAS (Functions) REQUIRE KNOWLEDGE AND SKILL DEVELOPMENT?
- PROFESSIONAL ETHICS AND STANDARDS, ORGANIZATIONAL VALUES.
- COMMON CHALLENGES FOR THE HR PROFESSIONAL

Agenda continued...

PART 2 - WHAT IT TAKES TO BE A “SVP” - - -

SUCCESSFUL, VALUED PROFESSIONAL in HR (or in Anything Else).

- **WHAT ARE SUCCESS, VALUE and PROFESSIONALISM?**
- **SO WHERE DOES ONE START IN ORDER TO BE A SUCCESSFUL, VALUED PROFESSIONAL IN THE HR ROLE (OR IN ANY OF LIFE’S ROLES)?**
 - The secret formula ...
- **How To Analyze The Customers Needs and Offer SVP Solutions that Don’t Create Problems Somewhere else.**
 - A holistic view to approaching HR.

PART 3 - REVIEW and NEXT STEPS FOR YOU

- **IF YOU KNOW WHAT SUCCESS LOOKS LIKE, WHAT ARE YOU GOING TO DO NOW?**

Learning Objectives

Upon completion of Section One, you will be able to:

1. Explain the role of the Human Resources Management function in the context of the five universal functions of management.
2. Describe the five universal functions of management.
3. Articulate what HR is and who is responsible for HR.
4. Understand the various sub-functions of the HR management function/profession.
5. Explain the role of HR in Louisiana state service and in your Agency.
6. Know the general requirements for delivering SVP Results: **successful, valued, professional** personal and departmental conduct and performance.
7. Be able to use the MCKINSEY 7S MODEL for identifying needs, solutions and the systemic impact of any given solution.
8. Recognize Common Challenges For HR Professionals.
9. Have Reference Information On Various HR Professional Organizations.
10. Know how to access state-of-the art HR tools and information.
11. **Make some decisions and take some actions.**

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT IS/ARE HUMAN RESOURCES?

- **The people** needed to do the organization's work... to carry out the organization's mission – purpose – product - service. NOT THE HR DEPARTMENT.
- **HR is one of the five universal management functions.** “It is the management function of dealing with the management of people employed within the organization.” (http://www.shrm.org/hrresources/hrglossary_published/h.asp). NOT THE HR DEPARTMENT. All managers (from front-line supervisors to the top executive of the organization) are responsible for HR management activities.
 - What are the five?

Part 1: THE ROLE OF HR IN YOUR AGENCY

The five fundamental management functions are:

PLANNING – ORGANIZING – STAFFING – DIRECTING – CONTROLLING.

(Leading)

Planning. Mission – Purpose – Vision - Strategies – Actions – A Game plan.

Organizing. Structure: how everything will flow in and out, how decisions will be made.

Staffing. All sub sets of the Human Resource Management Function.
Everything associated with bring people into the organization, everything done to/for the employees while members of the organization, and everything that may/shall be done to/for the x-employee after s/he transitions out of the organization.

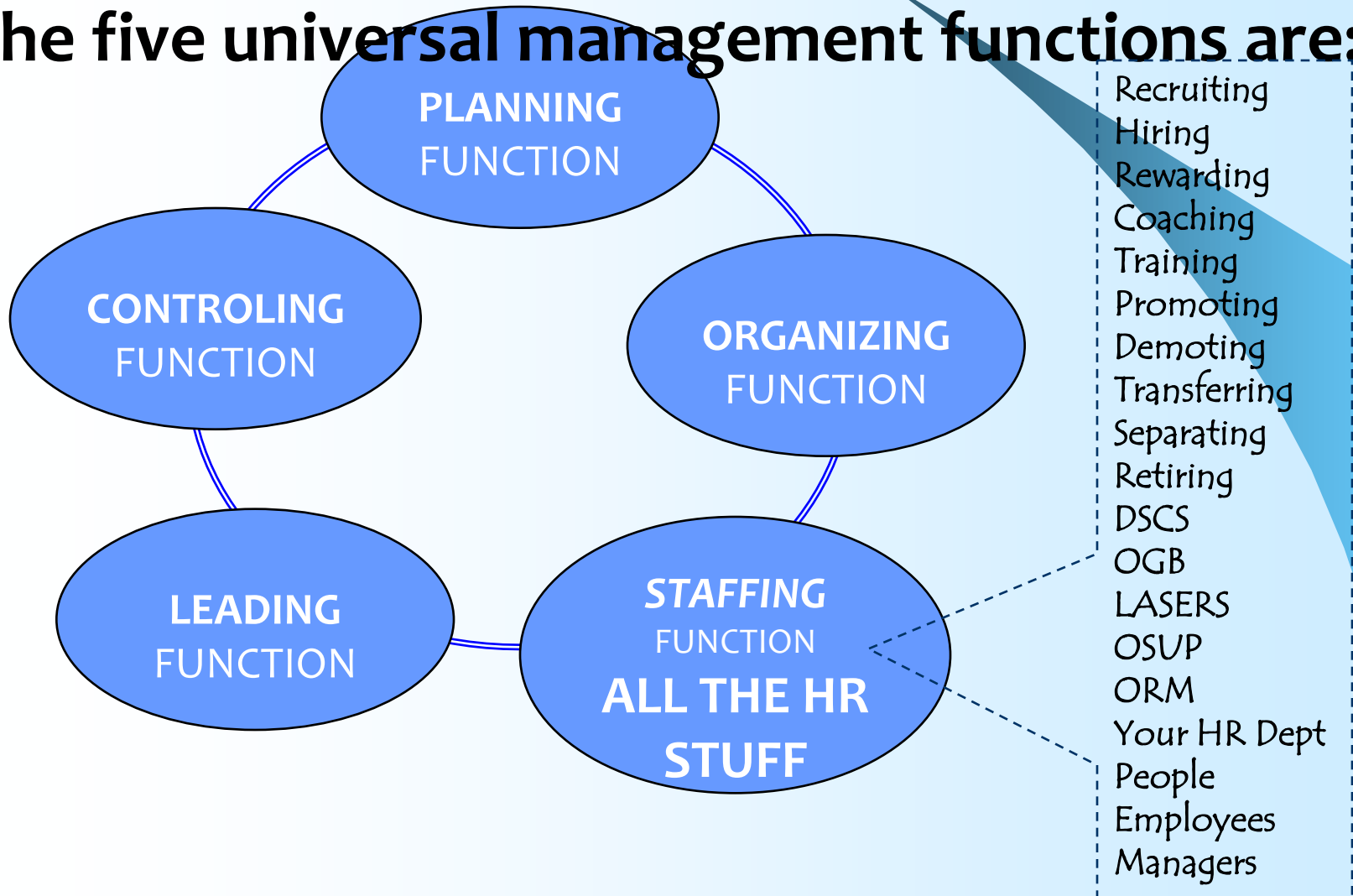
Directing. Managers direct/lead the enterprise, keeping it focused so that it does not get off track.

Controlling. Managers measure performance against various standards of performance – moral, ethical, legal, financial, quantity, quality, timeliness, health, safety, and maximum benefit to the most citizens.

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT IS/ARE HUMAN RESOURCES?

The five universal management functions are:



Part 1: THE ROLE OF HR IN YOUR AGENCY

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 - The five: Planning – Organizing – STAFFING – Directing - Controlling?
- **The *formal* (human resource management) *structure [and systems]*** within an organization: responsible for all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people. (http://www.shrm.org/hrresources/hrglossary_published/h.asp). The art, the science, the tools, the technology, rules, policies, procedures...
HOW HR DECISIONS ARE MADE.

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT IS THE ROLE OF HR IN ANY ORGANIZATION?

11-3040.00 - Human Resources Managers. Plan, direct, and coordinate human resource management activities of an organization to:

- 1) maximize the strategic use of human resources and
- 2) maintain functions such as employee compensation, recruitment, personnel policies, and regulatory compliance. (<http://online.onetcenter.org/>).

WHAT IS THE ROLE OF HR IN LOUISIANA STATE GOVERNMENT?

- (2) To provide human resource services and programs that ⁽¹⁾enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana.

(<http://www.civilservice.la.gov/OtherInfo/mission.asp>).

Part 1: THE ROLE OF HR IN YOUR AGENCY

THEREFORE, WHAT'S THE Role-Mission-Purpose OF THE HR DEPARTMENT IN YOUR AGENCY?

- ❑ Help your agency get the job done.
- ❑ Be the subject matter expert to your Agency for one of the five essential management functions – HR: providing consultative, transactional, administrative services to management, employees, prospective employees and former employees.
- ❑ Plan, direct, and coordinate human resource management activities for your agency to:
 - ❑ maximize the strategic use of human resources and
 - ❑ maintain/administer functions such as workforce planning, recruitment/staffing, employee classification, total compensation, performance management, employee/labor relations, safety and security, OED, HRIS, personnel policies, and regulatory compliance.
- ❑ Provide human resource services and programs that enable state government [YOUR AGENCY] to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana.
(<http://www.civilservice.la.gov/OtherInfo/mission.asp>)

Quick review

REVIEW: PART 1 - THE ROLE OF HR IN YOUR AGENCY.

- **We know** WHAT IS/ARE **HUMAN RESOURCES**?
- **We know** WHAT IS **THE ROLE OF HR IN ANY ORGANIZATION**? Why does HR exist?
- **We know** WHAT IS **THE ROLE OF HR IN LOUISIANA STATE GOVERNMENT** EMPLOYMENT?
- **We know** THEREFORE, WHAT IS **THE ROLE OF HR IN YOUR AGENCY**? Why do you exist?
- WHAT ARE THE UNIVERSALLY ACCEPTED FUNCTIONS (or sub-functions) OF HR?
- WHAT SUBJECT AREAS (Functions) REQUIRE KNOWLEDGE AND SKILL DEVELOPMENT to master the FUNDAMENTALS?
- PROFESSIONAL ETHICS AND STANDARDS, ORGANIZATIONAL VALUES.
- COMMON CHALLENGES FOR THE HR PROFESSIONAL

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT ARE THE UNIVERSALLY ACCEPTED HR MANAGEMENT FUNCTIONS

HR **Professional organizations** (and management textbooks) vary, but HR management functional lists tend to cluster around several common subject areas .

Workforce Planning.

Recruiting/Staffing/Placement.

Total Rewards/Total Compensation.

Safety & Security.

HRIS/HRMS.

Organizational Design/Development.

Employee Growth & Development.

Employee/Labor/Industrial Relations.

Cultural Change Management.

Society for Human Resource Management SHRM CERTIFICATION 2008 Learning Modules.

(<http://www.shrm.org>)

Module 1: Strategic Management

Module 2: Workforce Planning and Employment

Module 3: Human Resource Development

Module 4: Total Rewards

Module 5: Employee and Labor Relations

Module 6: Risk Management

International Personnel Management Association

IPMA-HR (<http://www.ipma-hr.org>)

CERTIFICATION SUBJECT AREAS:

Employee Labor Relations

Employee Selection

Organizational and Employee Development

Benefits Administration/Risk Management

HR Research

HR Management Systems

Recruitment

HR Diversity/EEO

Compensation

Classification

Part 1: THE ROLE OF HR IN YOUR AGENCY

Now That We Know The HR Management Functions... What's Next...

- ... TO BECOME PROFICIENT IN THE FUNDAMENTALS OF HR?**
- ...TO MOVE TOWARD BEING RECOGNIZED AS A SUCCESSFUL, VALUED PROFESSIONAL...**
- ✓ WHAT SUBJECT AREAS REQUIRE KNOWLEDGE AND SKILL DEVELOPMENT to be a SVP in the FUNDAMENTALS of HR?**

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT SUBJECT AREAS REQUIRE KNOWLEDGE AND SKILL DEVELOPMENT?

SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Essentials of Human Resource Management

2008 Learning Topics

<http://www.shrm.org/essentials/learning.asp>

Provides knowledge and skills you can use immediately.

It addresses six key human resource management practices, which are compiled into one comprehensive course book for easy reference.

I. Human Resource Management

II. Employment Law

III. Recruitment and Selection

IV. Compensation and Benefits

V. Employee Development

VI. Performance Management

Part 1: THE ROLE OF HR IN YOUR AGENCY

WHAT SUBJECT AREAS REQUIRE KNOWLEDGE AND SKILL DEVELOPMENT?

STATE OF LOUISIANA HUMAN RESOURCE PROFESSIONALS CURRICULUM

Module 1: Foundations Of Being An Effective HR Professional

Module 2: Staffing Considerations

Module 3: Hiring The Best And Keeping Them The Best

Module 4: Various "Must-Knows" For The HR Professional

Module 5: Compensation - Pay Rules And Classification Issues

Module 6: Disciplinary Actions And Civil Service Appeals

Module 7: La State Employees' Retirement System (Lasers) Agency Training-Retirement Reference Manual Workshop

Part 1: THE ROLE OF HR IN YOUR AGENCY

Additional State of Louisiana Human Resource Training Opportunities

CIVIL SERVICE BASICS

PERFORMANCE PLANNING AND REVIEW - TRAIN THE TRAINER

ISIS HR ENTRY GUIDELINES.

DSCS DATA INTEGRITY IN-DEPTH.

CLASSIFICATION DELEGATION TRAINING.

Introduction to Interpreting Minimum Qualifications.

Introduction to Job Profiling (Part 1).

Job Profiling Workshop (part 2).

OPEN – The Online Personnel Information System.

JOB SEARCH – DATA ENTRY

Part 1: THE ROLE OF HR IN YOUR AGENCY

PROFESSIONAL ETHICS AND STANDARDS, ORGANIZATIONAL VALUES.

The rules the organization lives by. How it behaves. How it approaches its work. How its employees treat one another and all others.

Common themes for professional codes of conduct for most any profession (education, medicine, law enforcement, HR, etc) include standards for:

- Maintaining current competency – personal growth and development. Keeping up with the art and science of the profession.
- Abiding by the law of the land.
- Serving customers impartially and by consistent standards.
- Maintaining the worth and dignity of the individual.
- Respecting individual privacy and confidentiality. Not breaching confidences.
- Using information properly.
- Avoiding conflicts. Disclosing conflicts of interest.

Part 1: THE ROLE OF HR IN YOUR AGENCY

PROFESSIONAL ETHICS AND STANDARDS, ORGANIZATIONAL VALUES.

The rules the organization lives by. How it behaves. How it approaches its work. How it treats one another and all others.

EXAMPLE. DSCS Philosophy. It is the responsibility of the Department to provide the systems and services that will enable the agencies of Louisiana state government to make merit-based, quality decisions regarding the hiring, training, and retaining of those skilled and capable individuals who are essential to providing cost effective, quality services to Louisiana's citizens. The Department shall provide services in an efficient and courteous manner and shall foster work practices that insure that classified employees work in an environment where excellence and productivity are encouraged and recognized.

EXAMPLE. SHRM Code of Ethical and Professional Standards in Human Resource Management

Society for Human Resource Management

CODE PROVISIONS (<http://www.shrm.org/ethics/code-of-ethics.asp>)

Part 1: THE ROLE OF HR IN YOUR AGENCY

PROFESSIONAL ETHICS AND STANDARDS, ORGANIZATIONAL VALUES.

The rules the organization lives by. How it behaves. How it approaches its work. How it treats one another and all others.

□ The essence of professional designations is to tell the public that this person is competent and can be trusted.

The essence of professionalism can be captured in three principles:

□ Fairness – goes to playing by the rules; making the right calls for the right reasons; consistency; not compromising or cutting corners; the Golden Rule.

□ Honesty – goes to pursuit of the truth, to integrity, to an obligation to competency and quality in one's work and actions.

□ Openness – goes to a willingness to hear all sides; “seek first to understand and then to be understood” (Covey); be human: willing to admit errors and correct them.

Part 1: THE ROLE OF HR IN YOUR AGENCY

COMMON CHALLENGES FOR THE HR PROFESSIONAL

MERIT-BASED

Agency Sec XYZ
does my PPR.
The person they
want to hire is not
qualified, but they
are very nice. Maybe
they would be okay.

Bend the Rule?

Appointing
Authority XYZ
says:
I know the
candidate does
not meet min
quals, but DSCS
is just wrong;
that's the person
I want and I
expect you hire
them.

DSCS

My AGENCY

My Minister

My Significant Other.

CONSISTENCY

Fair - Honest - Open

I could
reallocate
his job
upward
and no one
would ever
know.

Don't Bend the Rule?

Senator XYZ
says:
This is a fine
person.

But the hiring
supervisor
has better
qualified
candidates.

EQUITY

Supervisor ABC is
allowing employee
xyz to come in 30
minutes late every
Monday and...

Part 2 - WHAT IT TAKES TO BE A “SVP” - - - A SUCCESSFUL, VALUED PROFESSIONAL in HR (or in Anything Else).

- ❑ WHAT ARE SUCCESS, VALUE and PROFESSIONALISM?
- ❑ **SO WHERE DOES ONE START IN ORDER TO BE A SUCCESSFUL, VALUED PROFESSIONAL IN THE HR ROLE (OR IN ANY OF LIFE’S ROLES)?**
 - ❑ **The secret formula...**
- ❑ How To Analyze The Customers Needs and Offer **SVP** Solutions that Don’t Create Problems Somewhere else.
 - ❑ A holistic view to approaching HR... the MCKINSEY 7S MODEL

Part 2 - WHAT IT TAKES TO BE A “SVP” - - -

□ WHAT ARE SUCCESS, VALUE and PROFESSIONALISM?

SUCCESS: When OUTPUT - what you contribute - meets or exceeds the needs of your customer (within defined parameters).

VALUED: What you contribute, the role you play, your work product, is needed and is beneficial to the accomplishment of the Agency's mission and goals.

PROFESSIONALISM: The means by which the ends are achieved. The conduct, aims, or qualities that characterize or mark a profession or a professional person. (<http://www.Merriam-Webster.com/dictionary/PROFESSIONALISM>).

Success, Value and Professionalism are linked; not mutually exclusive. All three descriptors are necessary!

Part 2 - WHAT IT TAKES TO BE A “SVP” - - -

- ❑ **SO, WHERE DOES ONE START IN ORDER TO BE A SUCCESSFUL, VALUED PROFESSIONAL IN THE HR ROLE, (OR IN ANY OF LIFE’S ROLES)?**

The magic formula is...

$$\mathbf{SVP\ Results = [D * A] * (t)}$$

In any profession (in any personal relationship) successful, valued, and professional conduct and results comes from the individuals efforts, where:

D = Desire

A = Ability

(t) = The constant, technology

Part 2 - WHAT IT TAKES TO BE A “SVP” - - -

Success: Outcomes: Performance: Results:	=	[Desire	x	Ability]	x	(t)
SVP Results	=	[Desire	X	Ability]	X	(t)
SVP Results	=	(Motivational/need theory, and Character, Scruples –Values, Moral Fiber)	X	(Knowledge & Skills)	X	(Tools, technology, systems, policies, procedures, economic production functions)
SVP Results	=	“WANT TO”	x	(Knowledge & Skills)	x	(t)

Part 2 - WHAT IT TAKES TO BE A "SVP"

The only things that you can tweak to improve performance for your agency, your department/staff, yourself are:

- "want to",
- knowledge/skills, or
- the technology available to do the job.

SVP Results	10	=	"WANT TO"	X	"ABILITY"	X	(t)
SVP Results	10	=	2	X	5	X	(1)
SVP Results	10	=	5	X	2	X	(1)
SVP Results	10	=	10	X	1	X	(1)
SVP Results	10	=	1	X	10	X	(1)

Part 2 - WHAT IT TAKES TO BE A “SVP”

To be a HR/SVP you must *"...be recognized by user agencies as a leader [in HR] and [a] partner [knowledgeable about the agency's business] in the management of human resources."* (<http://www.civilservice.la.gov/OtherInfo/mission.asp> ,)
[and not a barrier to getting the job done.]

SVP Results = $[D * A] * (t)$

Your customer/agency must see you as credible, as a HR subject-matter expert, and must also see you as a partner who knows and understands the agency's workings and as one who is devoted to helping the agency be all it can be. This requires **D**esire and **A**bility in the HR arena and in the Agency's domain.

Part 2 - WHAT IT TAKES TO BE A “SVP”

The 2007 HR Competency Model



Over 10,000 individuals participated in the 2007 study
(<http://www.shrm.org/competencies/>)

Part 2 - WHAT IT TAKES TO BE A “SVP”

HR Competency and Business Partner Who Provides Solutions

To produce SVP Results...

- You must provide your customer with solutions.
- What needs tweaking – the “want to” or knowledge, or skills, or technology?
- Then offer the HR skills/tools you have available.
- If you do not have the correct tool then offer to pursue the solution through other means.

Part 2 - WHAT IT TAKES TO BE A “SVP”

How To Analyze The Customer's Needs and Offer Solutions that Don't Create Problems Somewhere else.

Our organizational Mission, Vision, Shared Values & Beliefs... guide EE's towards valued behaviors.

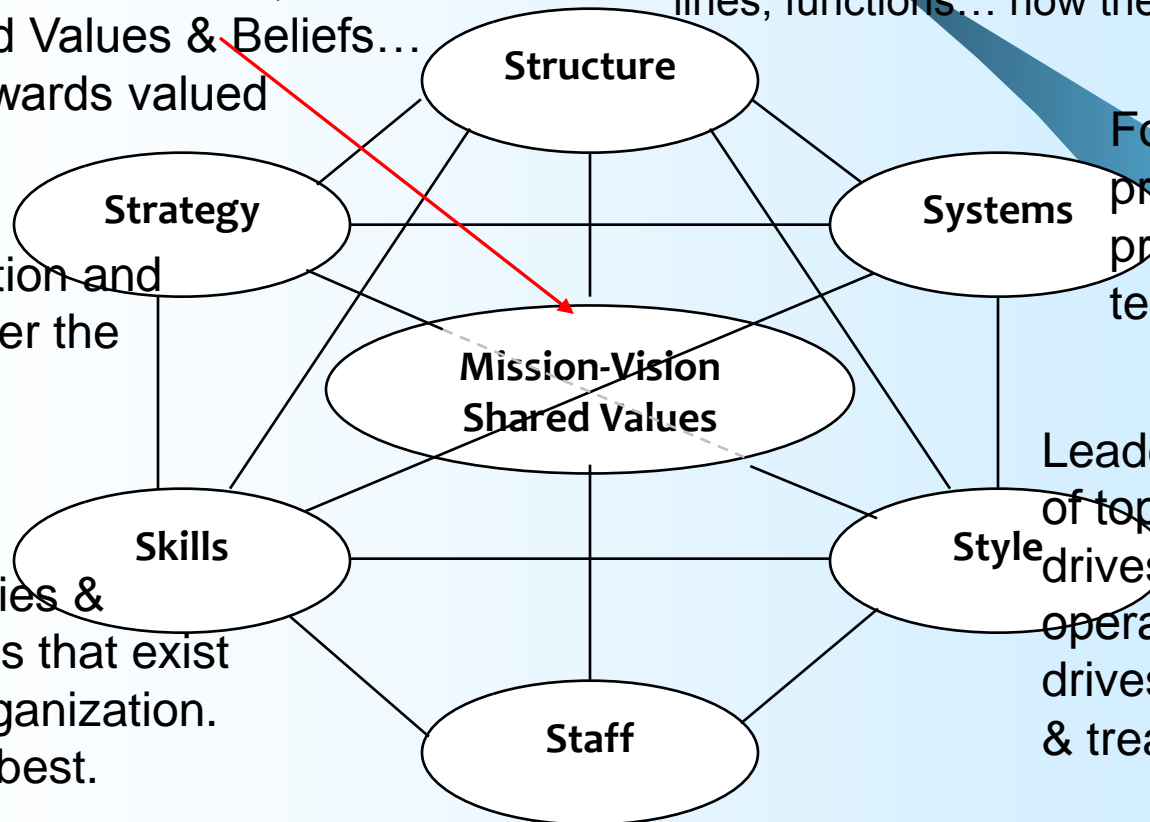
The Org Chart, Departments, reporting lines, functions... how they interrelate.

Formal & informal procedures, processes, tools, technology.

Leadership approach of top Management... drives our overall operating approach... drives how we relate to & treat one another.

Our capabilities & competencies that exist within the organization. What we do best.

Our people resources... how they are developed, trained and motivated.



Part 2 - WHAT IT TAKES TO BE A “SVP”

Current Events – Keeping Current

CURRENT EVENTS IN HR. STATE OF THE ART TOOL KITS

SHRM Featured Toolkits. Each toolkit aggregates resources, articles, links, and other practical information related to a specific HR topic.
(http://www.shrm.org/hrtools/toolkits_published/)

Louisiana’s DSCS TOOL KIT for HR Professionals.

Frequently Used Resources

(<http://www.civilservice.la.gov/hrprofessionals.asp>)

ASTD. <http://www.astd.org/>

WorldatWork. <http://www.worldatwork.org/waw/home/html/home.jsp>

BNA. <http://hrcenter.bna.com/Default.aspx>

U.S. Department of Labor. <http://www.dol.gov/>

Louisiana Workforce Commission. <http://www.laworks.net/homepage.asp>

Louisiana Workforce Investment Council. <http://www.laworkforce.net/>

Part 3 – REVIEW AND NEXT STEPS FOR YOU

Now That You Know What A Successful Valued Professional Looks Like, What Are You Going To Do?

FOR YOUR CONSIDERATION

- Review Learning Objectives. What have you learned?
- Do you have the “want to” to become a Successful, Valued HR professional?
- How can you tweak your knowledge and skills to grow as an HR professional.
- Negotiate with your PPR supervisor contract to pursue some personal developmental activity for this PPR cycle.
- Negotiate and contract with your subordinates to invest in their development.
- Have regularly scheduled in-service meetings with your staff and conduct group study/review of something of value to your person ability to serve your customers.
 - Review, as a group, a DSCS Chapter of the Rules, an Agency HR Policy, a departmental procedure, etc.
- Define your HR department role.

What Could Be Better Than This!

COMMON CHALLENGES FOR THE HR PROFESSIONAL

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Agency Sec XYZ
does my PPR.
The person they
want to hire is not
qualified, but they
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Bend the Rule?

Appointing
Authority XYZ
says:
I know the
candidate does
not meet min
quals, but DSCS
is just wrong;
that's the person
I want and I
expect you hire
them.

DSCS

My AGENCY

My Minister

My Significant Other.

CONSISTENCY

Fair - Honest - Open

I could
reallocate
his job
upward
and no one
would ever
know.

Don't Bend the Rule?

EQUITY

Supervisor ABC is
allowing employee
xyz to come in 30
minutes late every
Monday and...

But the hiring
supervisor
has better
qualified
candidates.

Senator XYZ
says
this is a fine
person.